

July 2006

## **DRAFT: Bachelor of Applied Science in Hospitality Management – South Seattle Community College**

### **Introduction**

South Seattle Community College (SSCC) is seeking Higher Education Coordinating Board (HECB) approval to offer a Bachelor of Applied Science in Hospitality Management. SSCC was one of four colleges selected by the State Board for Community and Technical Colleges (SBCTC) through a competitive process to develop a baccalaureate level program designed to provide a baccalaureate pathway for students who receive an associate degree in an applied field.

The Hospitality Management program is being proposed to help students attain management level positions, address significant unmet industry demand, and contribute to the attainment of state, regional, and local higher education goals in a high-growth industry. If the Hospitality Management program is approved and implemented, it would be one of three similar programs in the state.<sup>1</sup>

### **Program Need**

The proposal would meet demand in four areas: (1) hospitality industry demand at the state and national levels, (2) local employer demand for skilled management, (3) community demand, and (4) student demand.

#### **Hospitality industry demand**

State and regional data indicate that baccalaureate level training is an increasingly important requirement for supervisory and management positions in the hospitality industry. Changing industry skill requirements, including more advanced skills in accounting, information technology, tracking daily operations, and effective communication, support the need for advanced training.

Additional analysis in the *Seattle-King County Occupational Outlook 2002-2012* indicates that higher education is increasingly becoming a prerequisite for career advancement into hospitality management positions. When documenting those positions that will require “long preparation,”<sup>2</sup> the report cites hotel management, executive housekeepers, front office

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<sup>1</sup> The other programs are offered at the WSU-Pullman campus as well as a program under development by Central Washington University, to be offered at Highline Community College.

<sup>2</sup> Long preparation is defined as four or more years of academic course work.

managers, convention/event planners, casino managers, and restaurant managers as occupations that will require postsecondary training for employment. In addition, emerging fields such as management for assisted and independent living facilities also will require baccalaureate training.

Based on projections from the Employment Security Department, approximately 7,700 management level positions in the hospitality industry will be needed to meet current statewide demand. Roughly 32 percent of those vacancies will be in King County, indicating that the place-bound students to be served by the program would have significant employment opportunities. The *Spring 2005 Job Vacancy Survey* shows that employment opportunities for first-line supervisors and managers in food preparation, office and administrative support workers, general and operations managers, and meeting and convention planners are in high demand. Each of these occupations is in an industry that the program proposes to serve.

### **Community demand**

Evidence of community demand was primarily gathered via structured interviews with leaders in the hospitality industry. The research indicates that there is a strong need in the community for the proposed program. Close proximity to major hospitality industry employers, access to a diverse labor pool, and SSCC's demonstrated experience in developing and administering its culinary arts program provided the strongest rationale for introducing the program.

### **Student demand**

During the 2004-05 academic year, 83 students graduated with Associate of Applied Science (AAS) degrees in the culinary and business information technology programs (70 students and 13 students respectively). The proposal assumes that 25 percent of these students would enroll in the proposed BAS program. This percentage of enrollment would achieve full capacity in the first year. This estimate does not include students from other programs with articulation agreements or the potential 'pipeline' of students that would enter a BAS pathway through the Tech Prep curricula offered at area high schools.

SSCC also conducted several surveys of students currently enrolled in related associate degree programs. In each survey, a significant number of students said they would be interested in enrolling in the proposed program.<sup>3</sup> In recent focus groups with prospective students, students said that SSCC was well-positioned to offer the degree due to its location in Seattle (a major hospitality industry hub), the college's reputation in academics and the culinary arts, and the program's convenience, including small class size and alternate class delivery options to accommodate nontraditional students.

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<sup>3</sup> Three separate surveys were conducted. More detailed information can be found at [www.seattlecolleges.edu/hospitality](http://www.seattlecolleges.edu/hospitality).

## **Program Description**

The BAS in Hospitality Management would prepare students for management, marketing, and human resources positions in the hospitality industry, including tourism, hotel operation, restaurant management, catering, cruise ships, casino operations, and travel. The program would be open to students who have completed the equivalent of an Associate of Applied Science-Transfer (AAS-T) degree in culinary arts or business. It would be open to 22 FTE students (35 headcount students), with many students attending part-time. Program planners anticipate 22 graduates at the end of the second year and in each year thereafter, contingent upon authorization and funding.

South Seattle Community College's BAS program is designed to meet the needs of place-bound students who are working and may have family and other responsibilities. Thus, program delivery would combine on-campus coursework with electronic delivery methods, assessment of prior learning (up to 25 percent of degree requirements), and an internship component.

Graduates would complete a total of 60 general education credits, with 25 credits at the AAS-T level and at least 35 credits at the junior and senior levels. Requirements for the 60 general education credits would be distributed equally in humanities and arts, social sciences, natural and physical sciences and mathematics, and basic requirements.

In addition to existing faculty, the new program would draw on new hires to provide a combination of instructional and program support. One instructor/program coordinator would be hired prior to the first year and would hold an advanced degree and experience in the hospitality industry. Two new full-time instructors for the business core would be hired between 2007 and 2009. Another instructor/industry relations coordinator would be hired prior to the second year and would hold an advanced degree and management experience within the hospitality industry.

## **Relationship to Institutional Role and Mission and the Strategic Master Plan**

South Seattle Community College is dedicated to promoting student learning and success as well as ensuring the financial health of the college. To this end, the college supports close involvement with the community and strong partnerships with business, labor, and industry. The proposed program matches well with this mission by actively seeking input from community and industry leaders and gaining 48 formal letters of endorsement. Each relationship established or partnership initiated is intended not only to ensure high-quality, industry-specific feedback on curriculum, but also to help place students upon graduation. SSCC's proposal also indicates that financial contributions by corporate sponsors and partners will help defray the anticipated costs of instruction.

Many elements of this program align well with the mission of SSCC. However, the college's new authority to grant bachelor's degrees, even when limited to a single program, represents a significant expansion of the institution's role and mission. Developing a degree program at a new level has implications for accreditation and potential impacts on students, faculty, and institutional resources. These implications and impacts are discussed later in this summary.

The program goals are consistent with those of the *Statewide Strategic Master Plan* in that they increase opportunities for students to earn degrees and respond to the state's economic needs. The program offers a baccalaureate pathway for students holding a technical associate degree, thereby enabling students to use those credits to earn bachelor's degrees. Additionally, graduates of the program will meet the demand for skilled managers in the hospitality industry. Recent projections by the Employment Security Department indicate that this industry is currently strong and projected to increase, especially in Western Washington.

### **Admissions Criteria and Coursework**

The proposed Hospitality Management program is designed to articulate with the Associate of Applied Science-Transfer (AAS-T) programs in culinary arts and business. Administrators and faculty considered articulation of the proposed BAS degree with other AAS-T degree pathways, but concluded that the prerequisites stipulated in these degrees would not provide adequate preparation to enter the BAS program. Successful applicants will have completed the specified AAS-T with a 2.0 grade point average (GPA), including 25 general education credits within the Seattle Community College District or at another college with an articulation agreement in place.

Articulation agreements would be established with the Seattle community colleges as well as other related programs offered by community and technical colleges in the region.<sup>4</sup> In addition, SSCC will supplement articulation agreements with community and technical colleges by expanding Tech-Prep agreements in the K-12 school districts within SSCC's service area.

Students would be expected to complete 90 credits of required coursework during the program. Coursework would include 60 general education credits by combining 25 credits at the AAS-T level and 35 credits at the junior and senior levels. The general education credits would be distributed equally (15 credits each) in the areas of basic requirements, humanities and arts, social sciences, as well as natural and physical sciences and mathematics. The upper division core would contain 50 credits of hospitality management technical coursework, including five credits of internship and a hospitality management capstone.

Much of the focus of SSCC's curriculum is on positioning its graduates competitively in the marketplace upon graduation. The curriculum is designed to leverage the technical knowledge gained in lower-division coursework with content in three areas: upper-division general education coursework, management courses tailored to the hospitality industry, and an industry-specific work experience.

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<sup>4</sup> Agreements with Renton Technical College, Highline Community College, Lake Washington Technical College, Clover Park Technical College, Edmonds Community College, and Bates Technical College are currently under development.

SSCC's general education curriculum for the proposed program would be on par with the expectations for instruction and student participation demonstrated at the four-year public universities in the state. SSCC will work closely with Washington State University, which has agreed to serve as a mentor university to help implement the Hospitality Management Program.<sup>5</sup>

The curriculum is designed to meet or exceed the NWCCU accreditation standards. Curriculum planning around general education requirements would support the development of critical thinking and analysis, evaluation skills, and outstanding communication skills, and would provide the basis for management success. Assessment of student learning would include requirements for research papers, oral presentations, and the completion of a capstone which must integrate various aspects of the curriculum.

The technical curriculum is based on significant input from industry leaders who recommended the outcomes they would expect from employees entering the industry. Outcomes include demonstrated competence in analysis of financial statements and budgets, expertise in sales and marketing, demonstrated knowledge of personnel management and executive leadership, and management of daily operations. Each technical outcome would be linked with core course outlines to ensure that each is delivered in the program.

## **Diversity**

South Seattle Community College is located in South King County, an area in which minority populations, including immigrants and refugees, have increased over the last decade at a faster rate than the general population. The composition of SSCC's student body reflects this diversity of race, ethnicity, and culture. Roughly 47 percent of students are members of ethnic minorities, making the community college one of the most diverse in the state. About 50 percent of students are first-generation students and 36 percent are classified as low-income students. The need for remedial education is also significant, with over 90 percent of incoming students (who took placement tests) demonstrating a need for remedial education in mathematics. About 50 percent of students need remediation in English.

Given this diverse population, the proposal highlights SSCC's track record of achieving excellence in its ability to serve a multiplicity of students. Key among the school's priorities are efforts to improve retention rates for African American students. In 2003-04, the retention rate for this group was 43 percent. In 2004-05, that percentage jumped to 63 percent.

The proposal also highlights other successes, including progress in drawing students participating in English as a Second Language programs (ESL) into credit-bearing programs. Taken together, the institution's focus on service to a diverse community has helped SSCC become the state's leader in graduating the highest proportion of students of color.<sup>6</sup>

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<sup>5</sup> WSU already offers a similar bachelor's degree through its School of Hospitality Business Management. WSU's program focuses on theoretical and applied methods, interpersonal skills, leadership aptitude, and teamwork strategies. The school is ranked among the top 5% in the U.S. and is positioned well to serve as a mentor to SSCC.

<sup>6</sup> During the last academic year, 50.9 percent of graduates that attained degrees or certificates were students of color.

The proposal also highlights SSCC's connection to the local business community and its support of the BAS program. Structured interviews with hospitality executives indicated that skills, such as a second language and an international perspective, contributed positively to the work environment and would be an advantage for diverse students. The hospitality industry already offers fewer barriers than many other industries for people of color to achieve leadership positions. With commitments from local industry to partner with SSCC, the program is well-positioned to leverage its track record of excellence in serving diverse populations and providing career pathways for its students.

The proposal does an excellent job of highlighting the diversity of the local community and its student body; however, there is little mention of efforts to recruit diverse faculty and staff. Though the program will build on faculty and staff already working within the institution, it will be delivered by new full-time instructors, supplemented by new part-time instructors. This represents an opportunity for the college to recruit faculty and staff that reflect the great diversity of its student body and surrounding community.

## External Review

South Seattle Community College's proposal for a Bachelor's of Applied Science in Hospitality Management was evaluated by two external experts: (1) Dr. Carl Riegel, Professor and Chair at Florida Atlantic University and (2) Mr. Thomas Mayburry, Associate Professor at Lewis-Clark State College.

Dr. Riegel supported the development of the program, citing significant student demand. Seattle is a "major national and international tourist destination" and the industry shows strong demand for growth and employment. He concurred that advancement within the industry is highly dependent on baccalaureate training and that the proposed program graduates "would have an employment advantage when compared to bachelor degree holders in other areas." This is especially relevant given that students must combine industry experience with education to successfully complete the program. He characterized the curriculum as 'solid and well-grounded' in the need to provide general education.

Dr. Reigel shared some concerns and words of caution. Specifically, he urged the SSCC to do the following:

- Require an internship during the program, even if students had already met the 1,000-hour internship requirement prior to entry;
- Promote broad understanding of computer application skills including those specific to the hospitality industry and more broadly based business analysis applications;
- Ensure that faculty have both experiential knowledge and a theoretical background
- Add the Accreditation Commission for Programs in Hospitality Administration to the list of potential accrediting bodies; and
- Add exposure to written communication skills, including a focus on business writing.

Each area was incorporated into program planning with some suggestions implemented immediately, while others were deferred for evaluation once the program is operational.

Mr. Mayburry also supported the development of the program and said the curriculum aligns well with industry needs and expectations. He is a strong supporter of the internship requirement as a mechanism for placement following graduation. He called the variety of class delivery methods student-friendly and said the approach would help the program ensure greater student success. He recommended that some classes be offered via a distance-learning hybrid approach. SSCC incorporated this feedback and plans to work with WSU to ensure that students receive on-line instruction in combination with live interaction in some form.

Mr. Mayburry also indicated that while the program benefits from having many students who are proficient in a second language, this should not be a requirement for all students. Requiring this of all students would “drive the need to reduce other required classes” and the presence of several bilingual students would provide the necessary breadth of experience to the rest of the cohort. In addition, Mr. Mayburry believes the program responds well to students who are also small business owners.

Finally, Mr. Mayburry suggested that program administrators, faculty, and staff consider broadening the cadre targeted for admission beyond those who hold an AAS-T degree. He encouraged program personnel to develop specific criteria to delineate the requirements necessary for other associate degree holders to articulate those degrees with the BAS in Hospitality Management.

## **Program Costs**

South Seattle Community College has a demonstrated capacity for excellence in providing high quality education to roughly 15,000 students per year. SSCC currently has the administrative leadership, faculty expertise, and physical capacity to make a long-term commitment of resources to build and sustain a high-quality program.

Expenses are projected to be \$305,423 for the year dedicated to planning and development, and then \$307,953 in the first year of operation. SSCC forecasts that spending will grow to \$494,662 in year two, \$524,786 in year three, and \$524,786 in subsequent years. Salaries for faculty and staff account for about 54 percent of expenditures in the first year of operation and then decrease to 52 percent of total expenditures for years two and beyond. The average cost of instruction for upper-division coursework in business at the regional baccalaureate institutions is between \$7,950 and 8,250 per FTE, including indirect costs.<sup>7</sup> According to the proposed budget for the BAS in Hospitality Management, the average cost for instruction would range from \$13,997 during the second year of the program (22 FTE) to \$11,579 in year four (44 FTE).

Revenue for the proposed program is estimated to be \$306,000 in the planning year \$308,800 in the first year of operation, and \$496,328 in year two once full enrollment is reached. If the proposed program continued after the pilot stage, revenue is estimated at \$525,032. The majority of revenue would come from the State Board for Community and Technical Colleges.

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<sup>7</sup> 2001-02 Education Cost Study: Higher Education Expenditures for Instruction, Higher Education Coordinating Board, revised 2004.

Additional revenue would come from tuition and fees; a special allocation from Seattle Community College District during years one and two; and corporate grants and donations.

## Analysis and Recommendations

The proposed program would support the unique role and mission of the institution by ensuring student success via collaboration and partnerships with the surrounding community. As noted in the budget section, these partnerships also would positively impact the financial health of the institution with the contribution of donations and grants from private sector partners.

The program also responds to the strategic master plan's goals of providing opportunities for students to earn degrees and responding to the economic needs of the state by providing additional capacity for students with technical training to earn bachelor's degrees. Graduates of the program would be participating in a high-demand, high-growth industry that economic and political leaders have highlighted as important to Washington's economy.

The program responds to demonstrated student, employer, and community needs in a variety of ways. Echoing the comments of Mr. Mayburry, one of two external faculty who reviewed the proposal, SSCC completed significant research to accurately capture the anticipated need for the program and requisite employment opportunities for program graduates. All indications suggest that the proposed program would be able to recruit the necessary students to attain capacity and that the program structure responds well to industry needs.

Adding bachelor's degree granting authority to SSCC's mission has implications for accreditation and potential impacts on students, faculty, and institutional resources. Using planning money during the first year of the pilot to expand library resources and student support services would help position SSCC to best support students, faculty, and staff in the upper division and successfully fulfill their stated mission of promoting student success.

The program would not duplicate existing programs and would be offered at a reasonable cost. Although Central Washington University will offer a BAS degree in Food Service Management, the breadth of industries served by SSCC's program, combined with its focus on management, will distinguish it.

Overall, the proposal is strong and provides an important pathway for students who hold a technical associate degree. HECB staff and the board's education committee recommend that the proposed program be approved by the full board in the proposal's current form and make the following suggestions to SSCC administrators as they develop the program.

- **Define requirements and admissions criteria for the program to articulate with associate degrees beyond those students who hold AAS-T degrees in culinary arts and business information technology.** This is especially relevant for students who hold transfer degrees in business. After examining the requirements for the more general



business degree, based on the newly approved statewide business direct transfer agreement, it appears that this cadre of students would have more than met the requirements specified AAS-T degree in business information technology offered at SSCC.

- **Consider hiring program personnel with a diversity of backgrounds** so that the breadth of experience for faculty and staff mirrors the significant diversity anticipated of the student body.
- **Pay special attention to written communication skills.** The program does a very good job of aligning student outcomes with the expectations and needs of industry. Because students would be expected to complete a significant number of general education credits, program planners should pay special attention to the development of written communication skills. Opportunities to sharpen these skills should be incorporated into as many courses as possible.
- **Consider requiring students who already have experience in industry to intern while they are in school.** As Mr. Mayburry suggests, combining internship with theoretical coursework bolsters students' understanding of how theory applies to daily operations. The integration of work and study for all students helps ensure student success upon graduation.

**RESOLUTION NO. 06-18**

WHEREAS, South Seattle Community College (SSCC) proposes to offer a Bachelor of Applied Science in Hospitality at its main campus in Seattle; and

WHEREAS, The program is consistent with the purpose of HB 1794, which calls for providing an applied bachelor's degree pathway to students who have completed a technical associate degree program and do not have ready access to other bachelor's degree programs; and

WHEREAS, The program responds to the goals of the *Statewide Strategic Master Plan* of providing opportunities for students to earn degrees and responding to the economic needs of the state by providing trained workers in a critical industry to our economy and communities; and

WHEREAS, Graduates of the program would be participating in a high-demand, high-growth industry responding to demonstrated student, employer and community needs, consistent with the *State and Regional Needs Assessment*; and

WHEREAS, The recruitment and diversity plan are appropriate to the program; and

WHEREAS, The college is committed to providing the services and support necessary to expand its institutional role and mission by offering a baccalaureate program; and

WHEREAS, The program is supported by external reviews and, due its pilot status, would be subject to future review by the Higher Education Coordinating Board, the State Board for Community and Technical Colleges and the Northwest Commission on Colleges and Universities;

THEREFORE, BE IT RESOLVED, That the Higher Education Coordinating Board approves the Bachelor of Applied Science (BAS) in Hospitality Management at South Seattle Community College.

Adopted:

July 27, 2006

Attest:

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Gene Colin, Chair

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Bill Grinstein, Vice Chair